

# PERFORMANCE MONITORING



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**SECRETARIAT OFFICE MANUAL SERIES**

# **PERFORMANCE MONITORING**

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# **1 MONITORING PERFORMANCE**

## **1.1 Key Performance Indicators**

- (1) The implementation of schemes, programs and projects of Government will result in improvement of outcomes in the sector concerned.
- (2) The schemes/ programs/ projects will have specific KPIs for measuring their performance.
- (3) These schemes, programs and projects will be implemented by the HODs and AOs.
- (4) A HOD / AO is established by Government to serve a purpose.
- (5) A HOD/ AO will also have KPIs to measure their performance.
- (6) A KPI should be measurable.

## **1.2 Role of Secretary**

- (1) Finalise not more than five KPIs for each Head of the Department and Autonomous Organisation under your control in consultation with them.
- (2) Fix annual targets for each KPI.
- (3) Break the annual KPI targets to monthly targets.
- (4) Finalise the periodicity of measurement of the KPIs viz. real-time/ monthly/ quarterly.
- (5) Hold monthly review on the targets and achievements of KPIs for the cumulative period under review with your HODs/ AOs.
- (6) Identify the issues and take corrective action.

## **2 HOW TO HOLD REVIEWS**

### **2.1 Role of SO concerned**

- (1) Maintain a list of all the review meetings to be held by the Minister/ Secretary.
- (2) Maintain a list of all attendees for each review meeting with their email addresses and mobile phone numbers.
- (3) Obtain the dates of review meetings for the next sixty days from the Minister/ Secretary.
- (4) For each review meeting, prepare Action Taken Report (ATR) on the minutes of the previous meeting.
- (5) Prepare the agenda for each review meeting at least ten days prior to the meeting. ATR will be the first agenda item.
- (6) Obtain relevant information from the HOD/ AO concerned while preparing agenda.
- (7) Communicate the agenda with date, time and venue to all the invitees at least a week in advance by email.
- (8) Check arrangements for holding the meeting.
  - ☐ Audio-visual equipment working
  - ☐ Mike working
  - ☐ Electrical equipment working
  - ☐ Seats sufficient
  - ☐ Refreshments arranged
  - ☐ Note taker arranged
  - ☐ Attendance sheet printed
- (9) Verify if all the participants are attending, a day before, directly or through their personal assistants.

### **2.2 Role of Notetaker**

- (1) Record all the conversations of the meeting.
- (2) Write the name of the speaker.
- (3) Write the conversation in the language spoken.
- (4) Do not translate the conversation.
- (5) Give the record of discussion to the SO concerned for placing in the connected file.



### **2.3 Preparing minutes - Role of AS concerned**

- (1) Peruse the record of discussion.
- (2) Prepare the list of actionable items or decisions.
- (3) Write actionable items starting with a verb - in one sentence. At the end of each actionable item write the assignee who is responsible for doing with the due date.  
Ex. 'Send' proposal for launching a new scheme for reducing drop out children in tribal areas (Assignee: Director, Tribal Welfare. Due date: 15th October, 2017).
- (4) Prepare and place the minutes within one hour of completion of the meeting before the person who chaired the meeting.
- (5) Do not:
  - ☐ write elaborate paragraphs or sentences.
  - ☐ reproduce the discussions which happened during the meeting.
  - ☐ reproduce the record of discussions.
- (6) Obtain the approval of the chair for the minutes.
- (7) Communicate the minutes to all the attendees.
- (8) Initiate action on the minutes immediately.

### **3 DRIVE NEW INITIATIVES/ PUBLIC POLICY**

#### **3.1 Role of Secretary**

- (1) Prepare a concept note for new initiatives/ public policy.
- (2) Follow Business rules in taking a decision.

#### **3.2 Role of MLO/ AS**

- (1) Gather the background information required by the Secretary.
- (2) Assist the Secretary in preparing the note.



- Introductory
- Inward
- Outward
- Decision Making
- Office procedure

GENERAL ADMINISTRATION DEPARTMENT  
GOVERNMENT OF ANDHRA PRADESH

